



HEC
PARIS

Society & Organizations

*Think, Teach, Act
for an Inclusive and Sustainable World*

What is the Society & Organizations Institute?

While business and capitalism have massively contributed to social and economic development, including a material reduction of poverty, it has become clear that the system is failing in several important ways:

- The **planet is under stress** due to the impact of business on the environment
- The level of **inequality** has reached **unacceptable** levels in many countries
- Business falls **short in engaging, inspiring, and fulfilling** the majority of **employees**
- The pace of change and the level of uncertainty in the world is leaving many people confused, ill equipped, and disoriented, as many old rules and skills are seen as outdated or ineffective.

The Society & Organizations Institute is an interdisciplinary Institute at HEC Paris that brings together **over 50 professors and educators**. Together, they carry out research, teach and implement **ideas to organize and lead our responses to the daunting challenges of our time**. These contemporary challenges include climatic constraints, social inequality, loss of purpose, technological disruption, epidemics, social contestation, ethical imperatives, and liberalization and regulation.

What is the Society & Organizations Institute for Sustainability?

The Society & Organizations Institute's **purpose** is to reinvent business through **promoting sustainability and unleashing human potential**.

Its mission statement is to contribute to our **understanding** of these phenomena, **support** anyone with a role to play in these transformations, and **prepare** future generations of managers to lead in these complicated times. We seek to participate in a **re-foundation of business and market organization**, inside-out through **research, education and action**, and outside-in through the recognition of **key stakeholders**, including investors, civil society, and regulators.



Who are we?



Rodolphe Durand: Founder and Academic Director of the Society & Organizations Institute
Bénédicte Faivre-Tavignot: Executive Director of the Society & Organizations Institute



François Collin: Director for Climate and Environmental Sustainability, and Senior Advisor to the Dean

Rodolphe Durand: Professor of Strategy, Academic Director of the Joly Family Purposeful Leadership Chair

Bénédicte Faivre-Tavignot: Associate Professor of Strategy (ETF), Executive Director of the Movement for Social*Business Impact

Jean-Michel Gauthier: Professor of Finance (ETF), Executive Director of the Société Générale Energy & Finance Chair

Jeremy Ghez: Associate Professor of Geopolitics (ETF), Scientific Director of the MSc in Sustainability and Social Innovation

Deborah Keraghel: Executive Director of the MSc in Sustainability and Social Innovation

Cécile de Lisle: Executive Director of the Joly Family Purposeful Leadership Chair

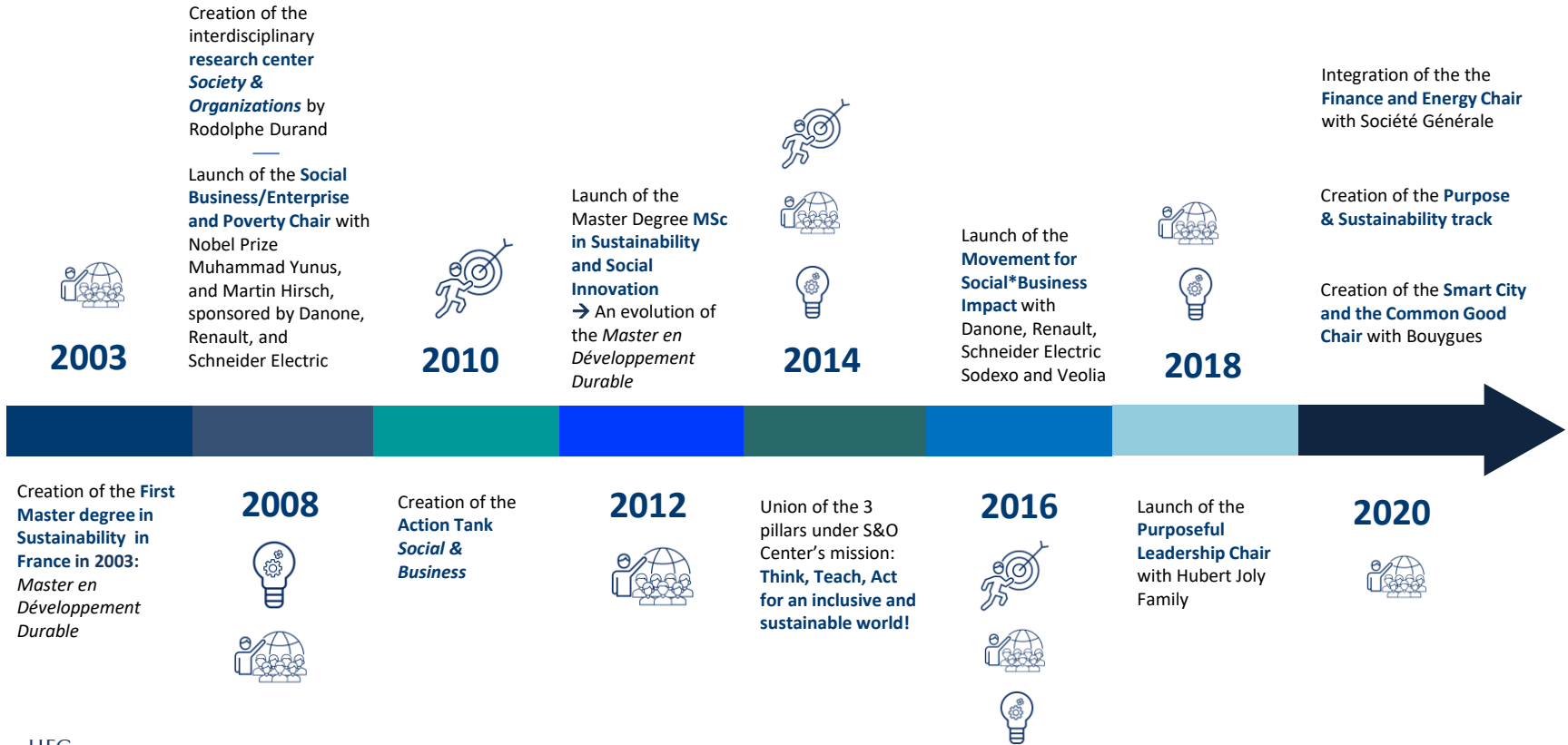
Bertrand Quelin: Professor of Strategy, Academic Director of the Bouygues Smart City and the Common Good Chair

Elisabeth de Reals: Education Project Manager, Inclusive and Social Certificate Program Manager

Iris Sacchet: S&O Coordinator

Laurianne Thoury: Communications Manager

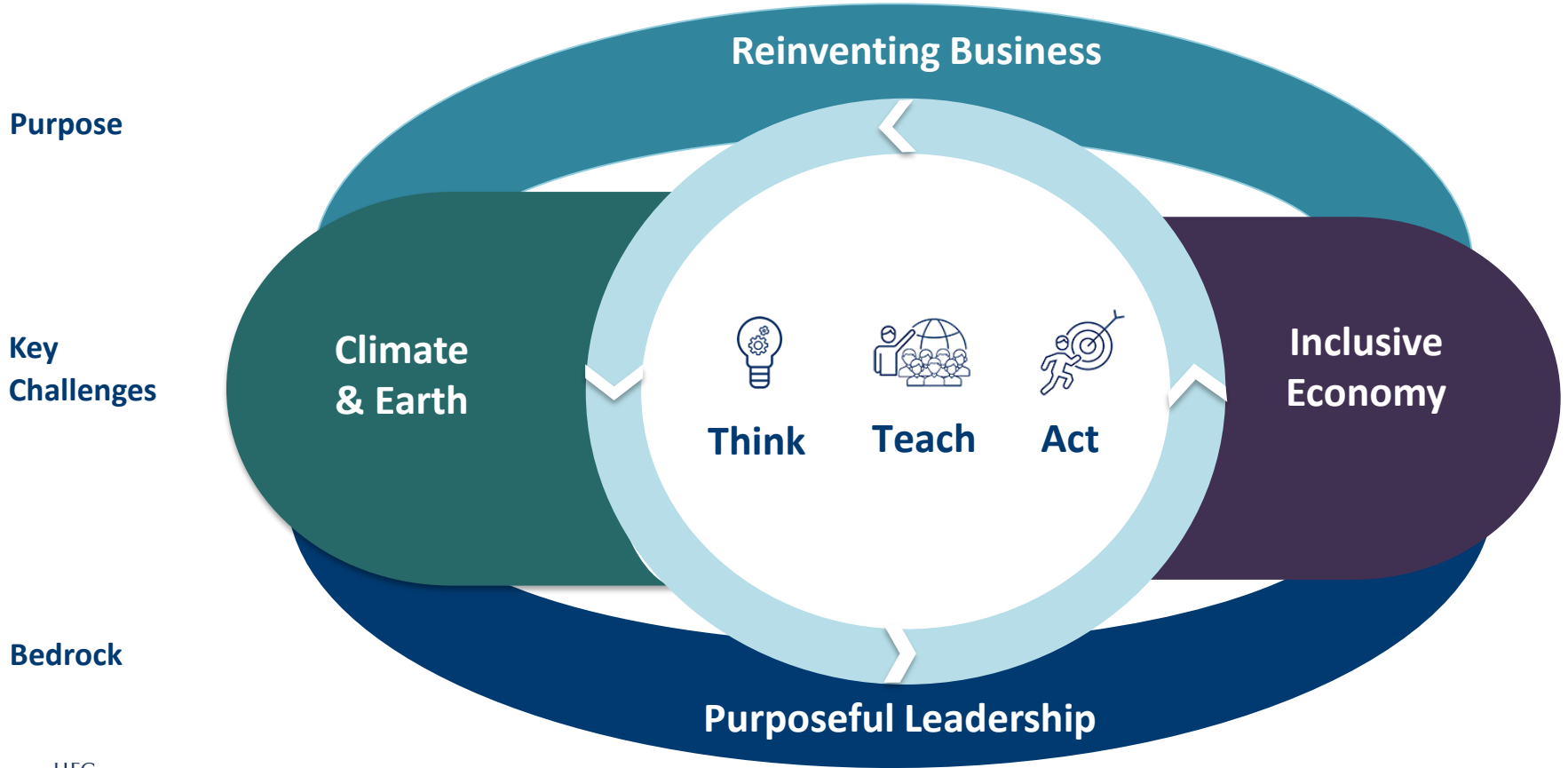
The S&O Institute is an ambitious project that has grown at HEC since 2003



Society & Organizations Institute: Topics and Approach

Think, Teach, Act for an inclusive and sustainable world !

Think Teach, Act to Address Key Challenges



Some of our Key Domains of Expertise



Our Partners

Purposeful
Leadership

Movement for
Social*Business
Impact

Energy &
Finance

Smart City &
the Common
Good

Sponsored only by
individuals:

Hubert Joly Family (H.81)
Laure Fau (H.93)
Nicolas Giauque (H.93)
Jean-François Palus (H.84)
Pascal Stefani (H.88)
Valérie Valentin (H.90) et
Benoît Valentin (H.90)



GROUPE RENAULT



Purposeful Leadership

In 2018, the S&O Institute and **Hubert Joly, Executive Chairman of Best Buy** created the HEC's first endowed Chair devoted to purposeful leadership. The chair aims at placing purpose at the heart of the organizations and articulating it with the search of meaning of individuals.

The chair explores the following questions :

How to find meaning in our work? What are the conditions of collective action? What principles, what methods can guide actions of today's leaders? How to create an environment that allows organizations' members to be themselves and to flourish, personally and professionally?

Think: Understand what place the leader has to give to purpose (and which purpose) in order to ensure genuine adhesion

Teach: Train to purpose and leadership by experience and humanities

Act: Accompany all HEC students in the construction of their purpose at work

“

I believe that leadership is about purposeful, authentic, human service.



Hubert Joly
Executive Chairman of Best Buy

Movement for Social*Business Impact

The Movement for Social*Business Impact (MS*BI), launched in 2016, builds on the academic research and teaching developed by the HEC Paris Social Business / Enterprise and Poverty Chair since 2008.

This movement aims at contributing to a more inclusive economy, where businesses seek to maximize their social impact together with their economic performance.

It has today four corporate partners that sponsor the Movement: Danone, Schneider Electric and Renault and Veolia. It is managed by S&O and the Action Tank Social & Business.

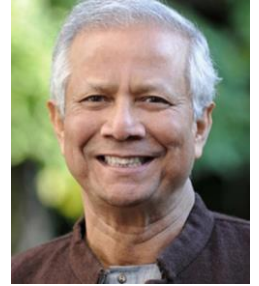
Think: Catalyzing world-class research on social business by building on partnerships with the best international academic teams.

Teach : Strengthening and broadening teaching opportunities focused on training actors of change to confront and drive the ongoing societal challenges

Act : Accelerating the deployment and scaling up of social business projects incubated in France and abroad that offer essential goods and services to the poorest populations.



This is not charity! This is business! Business with a social objective, which is to help people get out of poverty!.



Muhammad Yunus
2006 Peace Nobel Prize
Honorary President of the MS*BI



Emmanuel Faber
Danone CEO



Martin Hirsch
Head of the Assistance
Publique-Hopitaux de Paris

Energy and Finance

The **Energy & Finance Chair**, created in 2005 and sponsored by Société Générale, yearly attracts around 350 students, who elect to work together with academics and corporate executives on the extent to which the Energy Transition and climate policies will affect all global and regional corporate strategies.

With the Paris Accords setting the limitation of the global temperature increase to 2° Celsius or less as a common policy objective, low carbon strategies are now driving the global economy. By the mid of the century, the energy industry will be completely transformed: decarbonized, decentralized, digitized.

The Chair is key to training leaders from all sectors on energy-transition issues and is a flagship vehicle of the Institute's objectives related to climate and ecological transition.

Think: A thought-leader supported by academic excellence, students research contributions and corporate vision on Climate Change, Low Carbon finance and Positive Impact Finance.

Teach: 11 programs delivered in Paris, Doha and Berlin, including the Energy and Finance Certificate and a vast number of Executive programs on Business & Climate Change.

Act: Test and produce new business models for students, start-ups and companies.



The Energy Transition calls for a radical redesign of the way companies do business, against a background of fresher geopolitical tensions



Jean-Michel Gauthier
Executive Director of the Chair



HEC and Société Générale have renewed a partnership for the Energy & Finance Chair stretching back to 2005. The October 15 on-campus ceremony was followed by an evening conference focusing on the “key to driving today's energy transition”. [Read more...](#)

Smart City and the Common Good

The Bouygues Chair of Smart City and the Common Good is held by Bertrand Quélin, Professor of Strategy. It will be signed in the coming weeks.

It aims to do research on multistakeholder governance, on creation of social value and contribution to the common good and to increase the awareness of future leaders and help them to develop a humanist vision of the sustainable, smart and inclusive city.

Think: Research on major challenges such as governing the urbanization, climate change and sustainability, digital and technological transformation of city, and changes in users' usage.

Teach: Teach the main topics of sustainable urban and mobility projects that match the climate challenges.

Act: Accompany all HEC students in the building up of their career project. Encourage synergies, collective intelligence and multidisciplinary to work collectively on these subjects that bring meaning, sensemaking and development.

“

Designing the city of tomorrow as a sustainable project refocused on the citizen.



Bertrand Quélin
Academic Director of the Chair

THINK

Research

Promote the creation of a European way of
thinking about enterprise and society



Rodolphe Durand

Joly Family Professor of Purposeful Leadership, Founder and Academic Director of the Society & Organizations Institute



We engage in the study of what forms the basis of responsible capitalism. As crises shake the economy and societies worldwide, can Europe and its legacy of state-firms partnerships and intercultural relationships be a source of knowledge for addressing the key challenges of the XXIst century?

An Interdisciplinary Hub of Research

An interdisciplinary Institute that unites researchers with diverse areas of expertise in management sciences (accounting, economics, finance, law, marketing and operations):

- 40 Researchers
- 40 Affiliate research professors from Europe, USA and Canada
- 15 PhDs
- 2 Fellows

Publishes research papers on topics regarding the relationship between business and society in the best academic journals

50 top research publications in the last five years (*Academy of Management Review, Strategic Management Journal, American Journal of Sociology, Accounting Organization & Society, ...*)

Belongs to internationally renowned global academic networks

Academy of Management, European Group for Organizational Studies (EGOS), Alliance for Research on Corporate Sustainability (ARCS), Network of Business Sustainability (NBS)



Society & Organizations @HECParisSnO · 7 nov. 2019

It is an honor to welcome @RebeccaReCap professor at @HarvardHBS who is sharing her experience in teaching and researching #Sustainability as she quoted former Dean J.Light: "We missed the financial crisis, we're not going to miss the climate crisis. It's your job!" #snocenter



Knowledge@HEC @HECKnowledge

How to change #recycling behaviour at the individual level? Through field experiments, #HECprof Marieke Huysentruyt with @maggedelmas & Emma Barnosky from @UCLA help startup @yoyo_eco to incentive locals in 7 big cities in France to sort out plastic 🌱 #SnOcares19



2:12 PM · 11 oct 2019 · Twitter for iPhone

3 Retweets · 6 Likes



Society & Organizations @HECParisSnO · 10 sept. 2019

We are back! #snocenter first meeting for the new academic year! Very exciting time for us with new cutting-edge research #sustainability and new pedagogical projects #sullest @MySexame #HECPurposefulLeadership Stay tuned!



An Interdisciplinary Community of Professors (non-exhaustive list)

Accounting and Management Control

[Luc Paugam](#), Associate Professor

[Afshin Mehrpouya](#), Associate Professor

[Daniel Martinez](#), Associate Professor

Economics and Decision Sciences

[Xavier Boute](#), Associate Professor (ETF)

[Jeremy Ghez](#), Associate Professor (ETF)

[Emmanuel Kemel](#), CNRS Research Professor

[Eric Mengus](#), Assistant Professor

[Tomasz Michalzki](#), Associate Professor

[Ai Ting Goh](#), Associate Professor

Information Systems and Operations Management

[Sam Aflaki](#), Associate Professor

[Andrea Masini](#), Associate Professor

Finance

[Augustin Landier](#), Professor

[Jean-Michel Gauthier](#), Professor (ETF)

Management and Human Resources

[Roxana Barbulescu](#), Associate Professor

[Julien Jourdan](#), Assistant Professor

[Wooseok Jung](#), Assistant Professor

Marketing

[Gachoucha Kretz](#), Associate Professor (ETF)

[Romain Laufer](#), Emeritus Professor

Strategy and Business Policy

[Olivier Chatain](#), Associate Professor

[Marieke Huysentruyt](#), Assistant Professor

[Bertrand Quelin](#), Professor

[Georg Wernicke](#), Assistant Professor

Tax and Law

[David Restrepo-Amariles](#), Associate Professor

[Arnaud Van Waeyenberge](#), Associate Professor

An Interdisciplinary Research : Some Examples

[Activist Hedge Funds: Good for Some, Bad for Others?](#)

from an article Published in *Strategic Management Journal* (2020)

[Sustainability indices: do investors actually care?](#)

Published in *Strategic Management Journal* (2020)

[Walking the talk: Why Companies should be Politically Transparent?](#)

from an article published in *California Management Review* (2019)

[The Key to Involving the Private Sector More in Public-Private Partnerships](#)

Published in *Organizational Science* (2019)

[Optimizing Feed-In Tariffs to Boost Renewable Energy Production](#)

Published in *Production and Operations Management* (2019)

[The Role of Empathy in Corporate Social Initiatives](#)

Granted from *Strategic Management Society* (2019)

[The Role of Marketing in Climate Change: Carbon Footprinting and Pricing](#)

from a Working Paper (2019)

[Labor Market Polarization and the New Geography of Jobs](#)

from a Working Paper (2018)

KNOWLEDGE@HEC
Impactful research for today's leaders



We interviewed CEOs and other executives of companies that had come under the sights of activist hedge funds.



"Programme MALIN" has been selected as a key partner organization by President Emmanuel Macron to contribute to the national strategy against child poverty.

A Collection of Impact Reports

Social Impact Assessment Strategy Report



Investors, corporates, raters, NGOs, every economic actor needs a method to assess its social impact.

This report offers solutions to tackle social impact measurement challenges and **make it more reliable and valuable.**

Who, What, and How of impact assessment

Challenges of impact assessment

Your social impact strategy

DOWNLOAD the full Report

<https://www.hec.edu/en/faculty-research/centers/society-organizations-center/think/social-impact-assessment-report>

Collaboration in Sustainability Research



Financing Sustainability

Governance for Sustainability & Organizational Design for Sustainability : **Evidence from Climate Change Projects**

Communication of Sustainability

Exploring the Link between Corporate **Social Responsibility and Employees**

The Circular Economy: Motivating Recycling Behavior for a More Effective System

Collaborations in Practice: B Corps in the Context of Barcelona

Mapping Researcher–Practitioner Practices for a Circular Economy

DOWNLOAD the full Report

<https://www.hec.edu/en/faculty-research/centers/society-organizations-center/think/so-arcs-report-sustainability-research>

TEACH

Education

Train change-makers and leaders for
responsible and sustainable management



Bénédicte Faivre-Tavignot

Executive Director of the Society & Organizations Institute and Founder of the Sustainability and Social Innovation Master and the Inclusive & Social Business Certificate



Our objective is to help current and future managers and leaders to be actors of change, in a complex, uncertain, and fast evolving world.

We want to help them develop the knowledge, know hows and soft skills that are today required to build innovative ways of doing business, reducing negative externalities and also creating positive impact on people and nature.

100 courses delivered in 17 programs, 1000+ participants per year

Deep dive
Following slide

	Grande Ecole and one year MS/MSc programs	MBA / EMBA	Executive Education	Non HEC participants
1st year	Purpose & Sustainability program year 1: Purpose seminar, dissertation, sulitest, mysezame	MBA : Sustainability and Disruptive Innovation Track	Executive Certificate in Energy	Summer School : - Inclusive & Social Business - Geopolitics, globalization and Business Strategy - Business and Climate Change
	FACT Impact : Missions with social entrepreneurs		Executive Certificate in Innovation & Social Business	
2d year	Purpose & Sustainability program year 2: Self awareness, STM key challenges, carbon assessment)	MBA core courses: - The changing Business Environment - Strategically Sustainable - Climate Change Finance - Crises (and Opportunities) - Socially Responsible Investing - Sustainable Operations & Supply Chains - Triple Impact Innovation	LEAD Campus : Sustainable Leadership in Africa	MOOCs: - Anticipating your next battle in business & beyond - Time to reorganize - Devenir Entrepreneur du Changement
	Core courses & Electives : Ethics & Sustainability, Financing Renewables, ESG Rating & Management of Environmental and social risks, Carbon Pricing		Customs Programs on Leadership and Sustainability	
	S&O Academy / Entrepreneur du changement		Online Executive Master's on Sustainable Transition Management	
Gap	Purpose & Sustainability program year 3 (STM Sustainability & Business)	EMBA specialization : - Inspire change in social business - Shape the future of energy	Leadership 2030 joint program with LSE	Online Master's Course on social entrepreneurship Course on Social Intrapreneurship at Ashoka University
3d year	Purpose & Sustainability program year 4: mentoring/reverse mentoring alumni-students)		Training Program set up with Pôle Emploi	
	Major/MSc in Sustainability & Social Innovation			
	CEMS block seminar on Inclusive & Social Business (1 week) + Global Leadership (2 days)			
	Inclusive & Social Business Certificate and Energy & Finance Certificate			

Purpose & Sustainability Track (years 1-4)

	Discover	Mature	Experiment	Build
<i>Purpose</i> Reinventing Business	L3 (3 ECTS)	M1 (3 ECTS)	Gap year (mandatory)	M2 (1 ECTS)

Key Challenges

Climate & Earth Inclusive Economy

~100 hours

	Discover	Mature	Experiment	Build
	<p>Stakes of sustainability 1 ECTS</p> <ul style="list-style-type: none"> - Understand the stakes on climate and earth & social challenges 	<p>Sustainability & Business I 1 ECTS</p> <ul style="list-style-type: none"> - Assess your knowledge & footprint - Deepen sustainable business operations 	<p>Sustainability & Business II</p> <ul style="list-style-type: none"> - Deepen sustainable business governance and strategy, and inclusive business - Deepen Climate & Earth challenges 	<p>Sustainability & Business III</p> <ul style="list-style-type: none"> - Build solutions - Assess your knowledge

Bedrock

Purposeful Leadership

~100 hours

	Discover	Mature	Experiment	Build
	<p>Stakes of Purpose 2 ECTS</p> <ul style="list-style-type: none"> - Experiment the stakes (offsites) - Step back and exchange with purposeful leaders - Deepen key questions in a business field 	<p>Performing & Fulfilled teams 2 ECTS</p> <ul style="list-style-type: none"> - Understand how to build performing & fulfilled teams - Identify your own strengths and points of progress to contribute to develop such teams 	<p>Purpose in Business</p> <ul style="list-style-type: none"> - Question the purpose of your work experiences 	<p>Purposeful Career Plan</p> <ul style="list-style-type: none"> - Live a purposeful companionship with an alumnus working in your field of specialization - Work against experience and be inspired by purposeful leaders

Sustainable Transition Management (STM) : Online Executive Program

This executive certificate program is about 7 courses delivered digitally

Introduction to Sustainable Transition Management

A global overview of why STM is required now

Sustainable Finance

The fundamentals of sustainable finance and its implication for companies

Sustainable Strategy

Why traditional tools need to be amended and how to build a sustainable competitive advantage?

Sustainable Supply Chain

The practices needed to guarantee a sustainable supply chain that will prevent companies from ecological or social backfire

Sustainable Marketing

The fundamental logic behind sustainable marketing and its requirements in terms of impact reduction, frugality and customer centricity

Sustainable Stakeholders Management

Facing the new questions raised by the new relationship and responsibilities toward the diversity of stakeholders. A strong focus is made on the principles of dialogue and operational practices that allow an integration of stakeholders in the business governance

Inclusive Business as a lever of change

How to build inclusive business models, taking into account, long term value creation with local communities within territories?

ACT

Action

Help organizations to develop alternative and sustainable business models and transform themselves



Act with Students and Empowering HEC Community

The Society & Organizations Institute actively supports the initiatives of the HEC students notably by funding sustainable and social initiatives on campus and beyond. We are also part of the executive committee for a Sustainable and Green Campus.

Inspiring and Learning : conferences, events and campaigns, case competition per year (ex: Hult Prize, Climate Night, The Rise, and more...)

Career Development : career workshops, networking events, industry partnerships, connection with Alumni (ex: Impact Career Day, Energy Day, events with Alumni, work with careers and corporate partners)

Field Experiences : FACT program, SASI consulting projects, social entrepreneurship, Have a cause Make an Impact class

Sustainable Campus : sciences-based targets carbon neutrality, action plan, awareness campaigns (ex: *Buy your own cup* campaign, Meublation, and more...)

STUDENTS FOR SUSTAINABILITY  with



NET IMPACT 

MSc SUSTAINABILITY AND SOCIAL INNOVATION



HEC DÉBATS



Each year, we support :
20 conferences and campaigns

10 funding projects

3 Career Fair

20 SASI Business Projects

10 *Have a Cause, Make an Impact* projects

Impact among our Alumni : Success Stories

We are proud of our Alumni community, for those who choose to have an social and environmental impact in their career as intrapreneur or entrepreneur



Hafida Guebli (HEC Stand up)

Founder of the application "Neybs's, inclusive solution to communicate in social housing
"Quest for purpose and enterprise: two concepts that are no longer opposed."



Louis-Xavier Leca (Social Business Certificate)

Founder of Le Carillon & Co-Director of La Cloche
"Creating a solidarity network among citizens to help homeless people."



Marie-Laure Piednoir (H.15)

Sustainability Performance Manager at Kering
"How to make a CAC 40 company more responsible."



Adolfo Diaz Valez (H.15)

Chief of Staff for the Ministry of Urban Development & Transport at Buenos Aires
"I launched the first Social Impact Bond (SIB) of Argentina and the third SIB in Latin America"



Nadia Stand (H.18)

Entrepreneur, co-founder of GoLupa, Impact investing and social entrepreneurship in Columbia
"Putting my skills to work for an economy that serves my country."



Thomas André (M.09)

Project Manager and Analyst at REN21, the renewable energy policy network
"How to improve the production of the Renewables in Cities"



Pauline Johner-Heuzé et Marion de la Patellière (H.11)

Co-Founders of the Fond B
"Testing innovation, fund prevention projects and leverage social impact."



Synergies with

The HEC IDEA Center
acronym for: Innovation,
Digital & Data,
Entrepreneurship and
Acceleration



The Action Tank Social & Business is a social innovation incubator whose mission is to help large corporations to develop and scale-up projects with social impact and viable business models.



HEC Stand UP program dedicated to women entrepreneurs from disadvantaged neighborhoods with impactful business projects

Accélérateur ESS to support major actors in the French Social and Solidarity Economy with the Ile-de-France Region

Programme Malin providing low-income parents with affordable and nutritious food and nutritional advice for their 6 months to 3-year-old children

Renault Mobilize – Socially responsible garages offering second-hand vehicles at preferential price and access to an affordable new car via the Club Mobilité



Impact and Communication Outreach

Press: Two recent articles from the *Financial Times* highlight the relevance of our scientific courses and **scientific articles on sustainability topics**

[Business schools work towards a better world](#)

[Social purpose: how business schools around the world measure up](#)

[Press Review](#) on **Loi Pacte**

[Press Review](#) on **Hedge Fund's activism** and long-term consequences on CSR
[Will Trump Trump The Oil Supply/Oil Demand Enigma?](#) by J-M Gauthier

Book: [Architects of Change](#) by Prof. Jeremy Ghez. A think-book of insights for changemakers.

National Survey: [Première enquête nationale](#) sur les **entreprises à mission françaises**

Linkedin: [Social Impact Assessment Strategy Report](#): Most successful post on HEC Paris LinkedIn



HEC Paris Business School @HECParis · 12 déc. 2019
To reshape the world of tomorrow, businesses require long-term thinkers to imagine beyond what traditional thinking can offer. "Architects of Change" by #HECProf @jeremyghez @palgrave.com/gp/book/978303... @PalgraveBiz cc @HECKnowledge @hecparsilibrary #ArchitectsOfChange



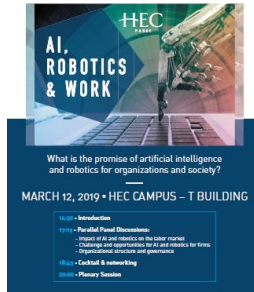
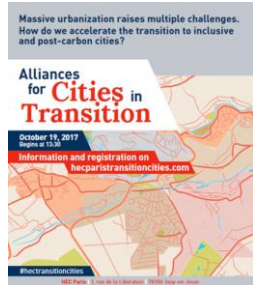
Forbes

Will Trump Trump The Oil Supply/Oil Demand Enigma?



Raising Awareness with Conferences, Fairs and Hackatons

An Annual Conference since 2016 that gathers all the HEC community and stakeholders



... and many more events with outstanding guest speakers



Jeremy Rifkins
Economist



Muhammad Yunus, Peace Nobel Prize
Emmanuel Faber, CEO Danone



Hervé Le Treut
Climatologue



Rob Hopkins, Transition Networks



Denis Machuel, CEO Sodexo



Jean-Marc Jancovici, Carbone4

Influence : Partnership with the OECD and Participation to Global Events

For many years, the OECD has been one of our privileged partner.

The Society & Organizations Institute is the **academic partner** of the coalition *Business for Inclusive Growth*, a group of major international businesses that has pledged to **tackle inequality and promote diversity** in their workplaces and supply chains as part of a G7 initiative led by French President Emmanuel Macron.

We have been part of many [workshops](#) held with the OECD, a joint effort to improve public policies and global indicators of social impact. Check the selected papers "[Measuring the Impact of Business on Well-being](#)"

The Institute is also part of the U7 Alliance in several working groups, among them : "Inclusive Leadership and Global Citizenship" and "Start-up Incubation and Social Impact".



And more events such as Davos, Global Social Business Summit, etc

CONTACT

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